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PALM DESERT 2000
STRATEGIC PLANNING PROCESS

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The Palm Desert Strategic Planning Process has been an ongoing program since December of 1983. The basis of the program is for citizens to get involved with the City Staff and the City Council in planning the future of Palm Desert. Through a series of committees and recommendations, the City hopes to gather enough information to formulate policies which the City Council can implement for the development of Palm Desert into the year 2000. It is stressed that staff was there as resource and liaison personnel only. The process is broken down into five phases. These phases are:

- PHASE I: Assessing where the City is currently. A retreat was held with the City Council to brainstorm on what they would like to see in the year 2000. A second retreat was done with the City Staff on the same topic, what they would like to see in the year 2000. A third meeting was held between the City Staff and the City Council to mesh the ideas; to identify the strengths and weaknesses of the City; and to identify the different areas in which the City would develop in the future. After these meetings occurred, a list of strengths and weaknesses and City Council City/Staff directions were formulated. The next step was to formulate the Palm Desert 2000 Citizen Committees.
- PHASE II: The second phase was to break the citizen groups down into eight subcommittees. These subcommittees are Resort, Cultural, Commercial, Traffic & Safety, Industrial, Government, Open Space Recreational, and Residential. Mailings and newspaper advertisements were sent to the citizens of Palm Desert letting them know about the program and soliciting citizen volunteers. On the average, the City received approximately 15-20 volunteers for every committee. An initial meeting of all the citizens took place at City Hall to familiarize the citizens with the Strategic Planning Process and to guide them through the entire program. At that point the citizens were then asked to break down into each of their subcommittees to elect a chair and a vice chair and to select meeting times. Once the chairs were established, they were informed that they would be part of another group called the Steering Committee.

The Steering Committee is designed to keep the committees going at a fairly rapid pace; to disseminate information to each of the committees; and to act as a screening mechanism for the integration of ideas.


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PHASE III: Once the subcommittees have defined their mission statements, which are statements that define a purpose or goal (i.e. more parks and recreational areas), then these recommendations are forwarded on to the Steering Committee. The Steering Committee then goes over these mission statements, and when satisfied with them, forwards them onto the Blue Ribbon Committee.

The Blue Ribbon Committee is made up of selected citizens with special skills in retailing, marketing, economics and resort management. The Blue Ribbon Committee acts as an evaluation and validation component of the process. Once the recommendations are passed by the Blue Ribbon Committee, they are then forwarded on to the Staff Task Force. Again, these recommendations are in the form of mission statements only and do not yet contain the details necessary for a full blown policy.

PHASE IV: Once the mission statements are passed through the Blue Ribbon Committee, they are then sent to the Staff Task Force. The Staff Task Force is made up of the Assistant Department Heads of each department. It is chaired by the Administrative Aide in the City Manager's office. Once the mission statements reach the Staff Task Force, it is the responsibility of the Staff Task Force to assess the feasibility of each mission statement. This includes projected costs, projected timetable for the projects, feasibility and utility. While it is not necessarily the duty of the Staff Task Force to veto mission statements, it is the responsibility of the task force to establish whether that mission statement is feasible or not. Each mission statement passed by the task force will have projected costs and projected completion dates formulated in a report type form. Once the Staff Task Force completes the feasibility studies of each of the mission statements, they are again sent back to the original subcommittees from which they came for final approval.

These final approvals then go from the subcommittee back to the Steering Committee back to the Blue Ribbon Committee, and then back to the Staff Task Force for fine tuning.



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PHASE V: After the second pass through of the mission statements, the Staff Task Force then gives its feasibility reports to the City Manager. The City Manager then formulates these reports into final report for City Council action. It is then the City Council's responsibility to accept or reject these statements, to change the City's general plan or master plans per each of the mission statements and feasibility studies etc... If passed by the City Council, the staff reports would then be implemented into City Budget Projection, Capital Improvement Plans and long-range projections. Hopefully in this way, the citizen participation with the early on assessments can give the City Council enough material and enough information to do a number of long-range plans for the City.

It is hoped that through citizen participation, staff participation and City Council participation, enough information can be gathered to plan the future of the City of Palm Desert with valuable insight and meaningful information. This process is not seen as a one time shot. We hope that these subcommittees will continue to monitor the progress of the City in their various areas and make recommendations from time to time on current and future City projects. The process is a very dynamic one and has already proven its worth. Accompanied with this report is a copy of the Palm Desert 2000 Committee Handbook.

If there are any questions regarding the Palm Desert Strategic Planning Process, please contact either Scott Miller, Administrative Aide, City of Palm Desert, or Bruce Altman, City Manager, City of Palm Desert, at (619) 346-0611, or write to the above named people at: City of Palm Desert, 73-510 Fred Waring Drive, Palm Desert, CA 92260.

SM:cs

PALM DESERT

2000

**STRATEGIC
PLANNING PROCESS**



Presentations and Workbook

PRESENTATION OF THE

CITY OF PALM DESERT

STRATEGIC PLANNING PROCESS

TO: THE PALM DESERT 2000 COMMITTEE

BY

BRUCE A. ALTMAN, CITY MANAGER

OUTLINE

- WHAT IS STRATEGIC PLANNING
- WHAT HAVE WE DONE SO FAR?
 - DECEMBER 1 - CITY COUNCIL BRAINSTORMING
 - JANUARY 11 - CITY STAFF BRAINSTORMING
 - MARCH 1 - JOINT COUNCIL STAFF SESSION
- NEXT STEPS
 - PALM DESERT 2000 COMMITTEE DEFINED

STRATEGIC PLANNING

WHAT IT IS:

- IDENTIFYING AND DEVELOPING THE MEANS TO BRING ABOUT DESIRED CHANGE AND MEET FUTURE OBJECTIVES.
- STRATEGY FORMS THE ACTIONABLE PLANS FOR THE COMMUNITY, MAPS THE PROPOSED COURSE WHICH THE DIFFERENT DEPARTMENTS WILL TAKE AND MONITORS THEIR APPROACH.

WHAT IT IS NOT:

- GOAL SETTING - A DETERMINATION OF QUANTIFIABLE ACTIONABLE FACTORS MUST PRECEDE MISSION STATEMENTS
- MANAGEMENT BY OBJECTIVES - OBJECTIVES RELATE SOLELY TO INTERNAL STRATEGY - STRATEGIC PLANNING RELATES TO BOTH - EXTERNAL AND INTERNAL
- OPERATIONAL REVIEW - STRATEGIC PLANNING DOES NOT EVALUATE HOW EFFICIENT THE ORGANIZATION IS, BUT WHAT THE ORGANIZATION SHOULD BE.
- UNI-DIRECTIONAL - IT IS NOT LIMITED TO A TOP-DOWN OR BOTTOM-UP APPROACH: IT IS BOTH
- A PLAN - IT IS A PROCESS
- STANDARD PRODUCT - FEW ORGANIZATIONS HAVE IT.

WHAT IT IS NOT (CONT'D)

- A STANDARD TOOL - IT IS INNOVATIVE
- UNILATERAL - INVOLVES RAND & FILE, POLICY, ADMINISTRATIVE & CITIZENRY
- WE OR THEY - IT IS "OURS"
- NIGHTMARE - IT IS A STRUCTURED DREAM

WITHOUT STRATEGIC PLANNING

- GENERAL MALAISE
- INTERNAL CONFLICT
- INABILITY TO ESTABLISH PRIORITIES AND GOALS
- AD-HOC RESPONSE TO COMMUNITY ISSUES
- AMBIGUITY OVER THE NATURE OF THE POLICY-
MAKING AND ADMINISTRATIVE PROCESS
- INADEQUATE TRAINING PRACTICES
- PROMOTES "SUPERSTARS" - NOT A TEAM
- CREDIBILITY GAPS
- COMMUNICATION GAPS
- CUSTOMER DISSATISFACTION
- LACK OF UNDERSTANDING OF TECHNOLOGY BY
EXECUTIVE MANAGEMENT

BENEFITS OF STRATEGIC PLANNING

- IDENTIFIES CRITICAL ISSUES.
- CONSENSUS - PROVIDES AN AGREED UPON DIRECTION
- ESTABLISHES RELEVANT PRIORITIES, GOALS AND MEASURABLE OBJECTIVES
- EXAMINES AND SELECTS THE RESOURCE OPTIONS TO GET THE DESIRED RESULTS
- LINKS POLICY-MAKING PROCESS WITH CITY MANAGEMENT PROCESS
- CLEARLY DEFINES A HUMAN RESOURCES MANAGEMENT PROCESS
- AVOIDS CRISIS ORIENTATION
- PROVIDES LONG RANGE PERSPECTIVE
- CLEARLY DEFINES ROLES
- LINKS INTERNAL AND EXTERNAL FORCES THAT AFFECT CHANGE

"CAUSE AND EFFECT ARE THE TWO SIDES OF ONE FACT"

STRATEGIC PLANNING REQUIREMENTS

- ENLIGHTENED CITY
- FARSIGHTED CITY MANAGER
- PROGRESSIVE CITY COUNCIL
- WILLINGNESS TO EXPERIMENT WITH DESTINY
- PARTICIPATION
 - UP & DOWN THE ORGANIZATION
 - EVERYBODY ROLLS UP THEIR SLEEVES
 - WILLINGNESS TO DISCUSS "WHAT IF'S", DREAMS
 - NO CENSORSHIP - PROCESS MUST PROMOTE
 - MORE CANDOR, HONESTY
 - SUM OF THE PARTS IS GREATER THAN THE WHOLE
- SOUND EVALUATION CRITERIA

MISSION .

STATEMENT

EXTERNAL

EXTERNAL

ACTIONABLE

INTERNAL

STRUCTURAL

GOALS

OBJECTIVES

STRATEGIES

POLICIES

PROCEDURES

ROLES

APPROACH

- AGREE UPON A WORKPLAN - DESIGNATE APPROPRIATE STEERING COMMITTEE

INTERNAL

- ANALYZING, STUDYING AND SUMMARIZING SIGNIFICANT DOCUMENTS
 - ORGANIZATION CHARTS
 - BUDGET
 - LAND USE PLAN
 - CAPITAL IMPROVEMENT PLAN
 - PAY PLAN
 - INFRA-STRUCTURE PLANS
 - UTILITY PLAN
 - ECONOMIC DEVELOPMENT - REDEVELOPMENT PLANS
 - LONG RANGE E.D.P. PLANS
 - INTERGOVERNMENTAL RELATIONS PLAN
 - OTHER SIGNIFICANT POLICIES AND
 - CONTINGENCY PLANS

• BRAINSTORM WITH CITY COUNCIL

- PROBLEMS
- SHORT RANGE HOPES
- DREAMS
- PRELIMINARY IDENTIFICATION
OF EXTERNAL FACTORS
- SUMMARIZE

• BRAINSTORM WITH STAFF

- PROBLEMS
- SHORT RANGE HOPES
- DREAMS
- PRELIMINARY IDENTIFICATION OF
EXTERNAL FACTORS
- SUMMARIZE

EXTERNAL

- IDENTIFY FACTORS
 - STRIKE FORCE
 - COMMUNITY LEADERS
- QUANTIFY FACTORS
 - IDENTIFY ACTIONABLE/STRUCTURAL FACTORS
- COMPARE FACTORS WITH COMPETITION
- SUMMARIZE

INTERNAL

- DETERMINE FORMAT FOR INFORMATION COLLECTION
- CONDUCT INTERVIEWS
 - CITY COUNCIL PERSONS
 - CITY MANAGER
 - DEPARTMENT HEADS
 - CROSS SECTION OF RANK AND FILE
- PRIORITIZE DESIRED RESULTS
- DETERMINE INPUTS, WHAT IF'S
- ECONOMIC VIABILITY
- IS IT REVENUE PRODUCING?
- WHAT GIVES? - TRADE OFFS
- INTERNAL IMPACTS

- COUNCIL REVIEW

- EXTERNAL ANALYSIS FEEDBACK
- INTERNAL ANALYSIS FEEDBACK
- ADDITIONS/DELETIONS
- APPROVE EVALUATION CRITERIA
- ACTIONABLE/STRUCTURAL
- PRIORITIZE ISSUES
- DRAFT MISSION STATEMENT

INTERNAL ANALYSIS

MISSION

GOALS

OBJECTIVES

STRATEGIES

POLICIES

PROCEDURES

ROLES

CITY COUNCIL & CITY STAFF SESSIONS

STRENGTHS

COUNCIL

. DIVERSIFIED PHILOSOPHY
BUT UNIFIED IN ACTION

. LOYAL AND DEDICATED STAFF

. LOCAL PATRIOTISM

. QUALITY CITIZEN INVOLVEMENT

. YOUTH/SENIOR SUPPORT

. DIVERSIFIED, BALANCED COMMUNITY

. INSTITUTIONS OF HIGHER LEARNING

. QUALITY DECISION-MAKING WITH
FLEXIBILITY

. FINANCIAL SOUNDNESS AND RESOURCE-
FULLNESS

. OUTSTANDING CLIMATE AND
AIR QUALITY

STAFF

. JOINT EFFORTS: ENGINEERING
& PLANNING

. NUMBER OF EMPLOYEES PRO-
VIDES EASE IN COMMUNICATION

. LOTS OF TALENT, INDIVIDUAL
WITHIN STRUCTURE

. SENSE OF COMMUNITY IDENT

. SENSE OF PRIDE AMONG EMP

. STRENGTH FELT BECAUSE OF
LEADERSHIP BY CITY MANA

. POSITIVE IMAGE PORTRAYED
(AS ALSO REFLECTED BY
OUTSIDE PEOPLE)

. GROWTH-ORIENTED IMAGE

STRENGTHS

COUNCIL

- OUTSTANDING RECREATION FACILITIES
- CASUAL, INFORMAL WAY OF LIFE
- ACCESSIBILITY TO MAJOR AIRPORT
- TOP FIRE AND PARAMEDIC SERVICE
- CIVIC CENTER
- DEDICATION TO QUALITY GROWTH (LOW DENSITY-OPEN SPACE)
- FRIENDLY ATTITUDE OF CITIZENS
- LONG-RANGE PLANNING AND APPLICATION THEREOF
- GOOD INTERGOVERNMENTAL RELATIONS
- AVAILABILITY OF CHURCHES
- VISIONARY THINKING
- REGIONAL SHIPPING CENTER
- OUTSTANDING RETAIL IMAGE
- HIGH PER CAPITA INCOME

STAFF

- OPERATIONAL LATITUDE APPRECIATION BY DEPARTMENT HEADS; ACCESSIBILITY TO CITY MANAGER PLUS; RECEIVE SUPPORT ON CRITICAL ISSUES; FREE-FLOWING INTERCHANGE AMONG DEPARTMENTS
- EXISTING POTENTIAL, FINANCIAL
- NEW CIVIC CENTER
- DEDICATED CITY COUNCIL MEMBERS PROGRESSIVE
- CHAMBER MEMBERS POSITIVELY INVOLVED WITH CITY
- GOOD RELATIONSHIP WITH BOARD REALTORS (PARTICIPATION)
- CITY CLERK PROFESSIONALLY HANDLES COMPLAINTS WITHOUT SPILLING OVER TO DEPARTMENT
- INCOMING TELEPHONE CALLS HANDLED IN ORGANIZED MANNER

STRENGTHS

COUNCIL

- HIGH SECOND HOME RESIDENCY
- OUTSTANDING PUBLIC FACILITIES
- LIVING DESERT RESERVE
- LARGE ARTISTIC POPULATION
- UCR RESEARCH CENTER
- HEALTH FACILITIES
- HIGH CONCENTRATION OF CELEBRITIES
- LARGE NUMBER OF FINANCIAL INSTITUTIONS
- FUTURE CULTURAL CENTER
- OUTSTANDING MEDIA COVERAGE
- HIGH INTELLECTUAL LEVEL CITIZENRY
- HIGH SERVICE INDUSTRY

STAFF

- ABILITY TO PRODUCE TOOLS FOR WORK
- INTELLIGENT CITIZENRY
- LACK OF INTRA-CITY STRUCTURAL PROBLEMS
- QUALITY OF CITY'S DEVELOPMENT
- SATISFACTORY CONTRACT WITH SHERIFF
- PUBLIC SAFETY ISSUE WORKING WELL WITH SHERIFFS
- GOOD CITY MANAGER/COUNCIL RELATIONSHIP
- RESPECT OF SISTER CITIES
- NEW EMPLOYEE RECRUITMENT, EXCEPTIONAL BENEFIT PACKAGE
- EMPLOYEES ASSOCIATION

STRENGTHS

COUNCIL

GOOD FLOOD CONTROL

GOOD MASTER DRAINAGE PLAN

ESTABLISHED REDEVELOPMENT
AGENCY

PROGRESSIVE STREET CIRCULATION & BEAUTIFICATION

HIGH QUALITY DEVELOPERS;
GOOD DEVELOPMENT STANDARDS

STAFF

EXCELLENT RELATIONSHIP WITH
NEWS MEDIA

BROAD ADVERTISING BUDGET

EDUCATIONAL FACILITIES

DEDICATION OF STAFF MEMBERS
E.G., VOLUNTARY OVERTIME

PEOPLE ORIENTATION

TEAM POTENTIAL

GOOD COMMISSIONS/COMMISSIONERS

TRACT RECORD

MAINTENANCE CREW

CITY COUNCIL & CITY STAFF SESSIONS

WEAKNESSES

COUNCIL

STAFF

- . (A) LACK OF PLANNING -
GOAL SETTING
- . (B) PRODUCTIVITY
- . (A) LACK OF TEAMWORK
- . (A) "WE" - "THEY" SYNDROME
- . (B) ACTION ATTITUDE - NEGATIVE
- . (A) COUNCIL COMMUNICATION AND
UNDERSTANDING
- . (C) WORK ETHICS AND PROFESSIONAL
BEHAVIOR
- . (A) FOLLOW-UP AND DIRECTION
SOURCE
- . (A) STAFF COMMUNICATIONS
- . (A) UPGRADING AND MAINTENANCE OF
INFRA-STRUCTURE (BALANCING
WITH NEW DEVELOPMENT)

- . (A) MANPOWER
- . (B+) FUNCTIONAL RESPONSIBILITIES
- . (B+) COORDINATION
- . (A) GROWTH vs. SMALL-
TIME THINKING
- . (A) SALARIES
- . (C) LACK OF INTERNAL
CONFIDENCE
- . (A+) BUDGET PROCESS
- . (A) LACK OF AUTOMATION
& CLERICAL STRATEGY
- . (A) UNREALISTIC EXPECTATION (NEED
CONSULTANT)
- . (A) MEET & CONFER PROCES

WEAKNESSES

COUNCIL

- . (B) PERIODIC REASSESSMENT OF DIRECTION
- . (A) CUMBERSOME PROCEDURES - LACK OF STREAMLINING
- . (A) REACTIONARY ATTITUDE vs. PROACTIVE
- . (A) COHESIVE MANAGEMENT
- . (A) PROFESSIONAL STAFF INPUT AND PRESENTATION OF ALTERNATIVES
- . (A) TURN-AROUND TIME IN RECEIVING COMMISSION MINUTES/SYNOPSIS
- . (B) REASSESSMENT OF DELEGATED AUTHORITY
- . (A) CONTROL OF CITIZEN SAFETY
- . (A) INABILITY TO SOLVE DRAINAGE PROBLEMS QUICKLY (SLUGGISH DRAINAGE PROGRAMS)

STAFF

- . (C) PRODUCTIVITY (IN-HOUSE/OUTSIDE TRAINING)
- . (A) MANAGEMENT TEAM DEVELOPMENT
- . (A) ROLES/CITY ATTY.
- . (A) RE-ESTABLISHMENT OF MANAGEMENT "ROLES OF COMMITTEES, COMMISSIONS, MANAGERS OF COMMITTEES"
- . (A) NEED BONAFIDE MANAGEMENT REPORTING SYSTEM
- . (A) ONGOING NEED TO INCREASE CONTINUING HI-LEVEL CITIZENS' CONFIDENCE IN CITY
- . (A) INFORMATION DEFINITION
- . (A) NEED "MISSION" STATEMENT

WEAKNESSES

COUNCIL

- . (B) LACK OF FISCAL PLANNING
- . (B) WIDER CITIZEN PARTICIPATION
- . (A) LACK OF OMBUDSMAN
- . (C) STUDY SESSION PROCEDURE
- . (B) YOUTH ACTIVITIES
- . (A) SCHOOLS

STAFF

- . (A) COUNCIL/MANAGEMENT
TEAM STRENGTHEN
RELATIONSHIP
- . (B) NEED IMPROVEMENT
BUSINESS COMMUNITY/
CHAMBER OF COMMERCE
COMMUNICATIONS
- . (A) ORDINANCES,
DIRECTIONS OF DEPART-
MENTS WITH COUNCIL,
IMPROVE CONTEXT

CITY COUNCIL ISSUE CATEGORIES

FISCAL PLANNING

BY PRIORITY OVER A 5-YEAR PERIOD

INFRASTRUCTURE

INVENTORY ASSETS

PLAN FOR REPAIR AND REPLACEMENT

COORDINATE WITH DRAINAGE PLAN AND NEW DEVELOPMENT

NEIGHBORHOOD REDEVELOPMENT

IDENTIFY AREAS - REASSESS ZONING

MASTER PLAN FOR NEIGHBORHOOD REDEVELOPMENT

CITIZEN INVOLVEMENT - NEIGHBORHOOD TASK

COHESIVE MANAGEMENT

WHOLE ORGANIZATION (STAFF - MANAGEMENT - COUNCIL)

WORK AS A COMPLETE TEAM

TEAM BUILDING SEMINARS

ASSESSMENT SESSIONS WITH MANAGER TO REVIEW GOALS AND OBJECTIVES

RAP SESSIONS - COUNCILS - COMMISSIONS

TASK FORCES INVOLVING ALL EMPLOYEES

ROTATION OF PEOPLE AND JOBS

DEFINITIVE DEPARTMENTAL BROCHURES

IN-HOUSE NEWSLETTER

EMPATHY

STUDY SESSION RESTRUCTURE

OUTSIDE ANALYSIS OF DEPARTMENT PROCEDURE

CITY COUNCIL ISSUE CATEGORIES

TRAFFIC CIRCULATION

MONTEREY BRIDGE AND EXTENSION TO I-10
PORTOLA CROSSING AND EXTENSION
COOK CROSSING AND EXTENSION AND WIDENING
EXTENSION GERALD FORD
EXTENSION FRANK SINATRA
IMPROVEMENT AND BRIDGING FRED WARING

DRAINAGE

IMPLEMENTATION OF N/S MASTER DRAINAGE PLAN
EXPLORE CREATIVE FINANCING FOR IMPLEMENTATION OF
DRAINAGE PLANS
PRIORITIZE IMPLEMENTATION
UPDATE MASTER DRAINAGE PLANS

PUBLIC SAFETY

SATISFIED WITH CURRENT LEVEL FIRE PROTECTION, CONCERNED
ABOUT FUTURE FINANCING - INSPECTORS AND MAINTENANCE
NEED A PRECISE PLAN TO IMPROVE POLICE PROTECTION
SHORT RANGE PLAN TO RESOLVE IMMEDIATE PROBLEMS
SPECIAL SECURITY REQUIREMENTS

CITY COUNCIL IMMEDIATE SHORT RANGE GOALS

IMMEDIATE SHORT RANGE GOALS

PUBLIC SAFETY (ALTMAN, WILSON, PULUQI)

DRAINAGE (MCCLELLAN, PULUQI, SNYDER)

MONTEREY BRIDGE AND EXTENSION (KELLY, ORTEGA, JACKSON)

FRONTAGE ROAD (MCCLELLAN, JACKSON, SNYDER)

COOK STREET BRIDGE (DIAZ, WILSON, KELLY)

SUMMARY OF MARCH 1, 1984 COUNCIL STAFF SESSION

THE FUTURE THROUGH THE EYES OF THE STRATEGIC PLANNING TEAM:

- WHAT DO WE VISUALIZE FOR THE NEXT TEN YEARS?
- WHAT DO WE WANT?
- HOW DO WE GET THERE?
- WHAT WILL KEEP US FROM GETTING THERE?

RESIDENTIAL

COMMERCIAL

INDUSTRIAL

RESORT

CULTURAL

GOVERNMENT

OPEN SPACE OR RECREATION

TRAFFIC SAFETY

RESIDENTIAL (BY THE YEAR 2000)

• WHAT DO WE VISUALIZE? WHAT DO WE WANT?

- CURBS & GUTTERS
- SIMILAR ATMOSPHERE
- RETIREMENT/RESORT
- BALANCE BETWEEN SINGLE FAMILY AND COUNTRY CLUB RESIDENCES.
- DELUX APARTMENTS
- UPGRADE EXISTING NEIGHBORHOODS
(USE INCENTIVES)

WHAT WILL KEEP US FROM GETTING THERE?

HOW DO WE GET THERE?

COMMERCIAL

EL PASEO:

- PROBLEM: A NEED EXISTS TO COMPLETE THE DEVELOPMENT OF EL PASEO. THE EXISTING DEVELOPMENT IS VERY EXCELLENT AND COMPATIBLE WITH THE DESIRES OF THE CITY GOVERNMENT.
- WHY SHOULD WE COMPLETE EL PASEO?
 - POSITIVE:
 - MORE REVENUE
 - BETTER IMAGE
 - MORE IDENTITY
 - BETTER SERVICE TO OUR CITIZENS AND WINTER RESIDENTS
 - WHAT ARE POSSIBLE NEGATIVE ASPECTS OF FURTHER DEVELOPMENT OF EL PASEO?
 - NEGATIVE:
 - POSSIBLE IMPACT ON THE TOWN CENTER
 - POSSIBLE IMPACT ON EXISTING SHOPS
 - POSSIBLE CONFLICT WITH THE PALM DESERT HOME OWNERS ASSOCIATION
- STRATEGY: TO OVERCOME THE NEGATIVES AND IMPLEMENT THE POSITIVES
 - SELECTIVITY
 - SECURE AN ECONOMIC ANALYSIS OF WHAT IS THE MARKETPLACE: WHAT ARE OUR COMPETITIVE ADVANTAGES: WHAT SHOULD BE OUR STRATEGIC APPROACH.
 - AGRESSIVE POLICY OF GOING OUT AND ATTRACTING WHAT IS DESIRABLE
 - HOLD JOINT SESSIONS WITH THE PALM DESERT HOMEOWNER ASSOCIATION TO BRING OUR AIMS TOGETHER.

COMMERCIAL

HIGHWAY 111

• POSITIVE

- MORE REVENUE
- BEAUTIFICATION
- IDENTITY
- PRIDE
- BETTER SERVICE
- SAFETY AND CONVENIENCE

• NEGATIVE

- POSSIBLE IMPACT ON EL PASEO, TOWN CENTER
- AND OTHER COMMERCIAL
- PROLIFERATION OF UNDESIRABLE USES

• STRATEGY

- SELECTIVITY
- ECONOMIC ANALYSIS OF WHAT THE MARKETPLACE IS
- SPECIFIC PLAN
- DO PILOT
- ALSO LOOK AT:
 - LOW COST INTEREST LOANS TO PROPERTY OWNERS
 - EXPLORE SALES MERCHANDISING COMPANIES
 - EXPLORE OFFICE BUILDINGS
 - EXPLORE PARKING CONCEPTS

HOTELS

- . BALANCE OF "TYPES"
- . COMMITTEE: BUSINESS COMMUNITY, RESIDENTIAL COMMUNITY, CHAMBER, PLANNING COMMISSION "COMMUNITY ORIENTED"
- . ECONOMIC ANALYSIS - ANALYSIS OF ENTIRE COMMUNITY ("COMMERCIAL WE NEED" & "COMMERCIAL UNNEEDED")

ALESANDRO

- . KEEP IT OR NOT?
- . PARKING?

INDUSTRIAL

- . DESIRE "SERVICE" ORIENTED IN EXISTING INDUSTRIAL AREAS
- . RELOCATION OF BUSINESS FROM CLOSE-BY CITIES
- . RE-EXAMINE RAILROAD AREA FOR MANUFACTURING (LIGHT)
- . ECONOMIC ANALYSIS
- . COMMITTEE: COMMUNITY REPRESENTATION (ALL PARTS OF COMMUNITY)

RESORT

- . RECREATIONAL (OTHER THAN GOLF & TENNIS)
CONDUCT SURVEYS BY A & P COMMITTEE
- . FEASIBILITY STUDY FOR MUNICIPAL GOLF COURSE
- . SUPPORT FROM SMALLER HOTELS
- . COMMITTEE: HOW FAR TO GO WITH "RESORT"
COMMUNITY ENHANCEMENT?

CULTURAL

- . LIBRARY, SMALL THEATRE FACILITIES
- . OUTDOOR AMPHI-THEATRE
- . UPGRADED LIBRARY RESOURCES
- . COMMITTEE TO INVESTIGATE RESOURCES
(FRIENDS OF LIBRARY, CULTURAL, CITY
REPRESENTATIONS)

RECREATION

GOVERNMENT

- . SYMPOSIUM "HOW SHOULD GOVERNMENT REACT IN
THE FUTURE?" (PALM DESERT/MODEL)
- . INVITE NATIONAL PEOPLE; OTHER CITIES

OPEN SPACE AND RECREATION

- MUNICIPAL GOLF COURSE
- JUNIOR GOLF COURSE
- ASSESS "PER ACRE" FEE (IMPACT OF DEVELOPMENT ON RECREATIONAL NEEDS)
- HILLSIDE PROPERTY - HIKING TRAILS
- COUNCIL DESIRES "SUMMARY" OF AVAILABLE PARK/RECREATIONAL SPACE
- INVENTORY
- PLANNING DEPARTMENT TO COME BACK WITH CONCEPTIAL PLAN
- LIGHTED TENNIS COURTS (C.O.D.)
- DUDE RANCH - EQUESTRAIN TRAILS COMMITTEE
- JOINT PLANS WITH C.O.D.
- SPORTS COMPLEX
- PARK - FAMILY STYLE (RESEARCH TO BE DONE BY PARKS & RECREATION COMMITTEE)
- HIGHWAY 111 LAND AVAILABLE
- SURVEYS AS TO "WANTS"
- BIKE PATH - FINISH REGIONAL

TRAFFIC

- PUBLIC TRANSPORTATION
- EXTERNAL COMMITTEE
- SIGNAL - BOB HOPE AND RAMON
- FUTURE MASTER PLAN COMMITTEE

SAFETY

- "WE" (LIKE CORKY LARSON'S ENDEAVOR)
- FUTURE MASTER PLAN COMMITTEE

TRAFFIC SAFETY

- SAFETY LIGHTING
(INTERSECTIONS THROUGHOUT CITY)
- STREET SIGNS
- ENTRANCE MARKERS

ANIMAL SHELTER

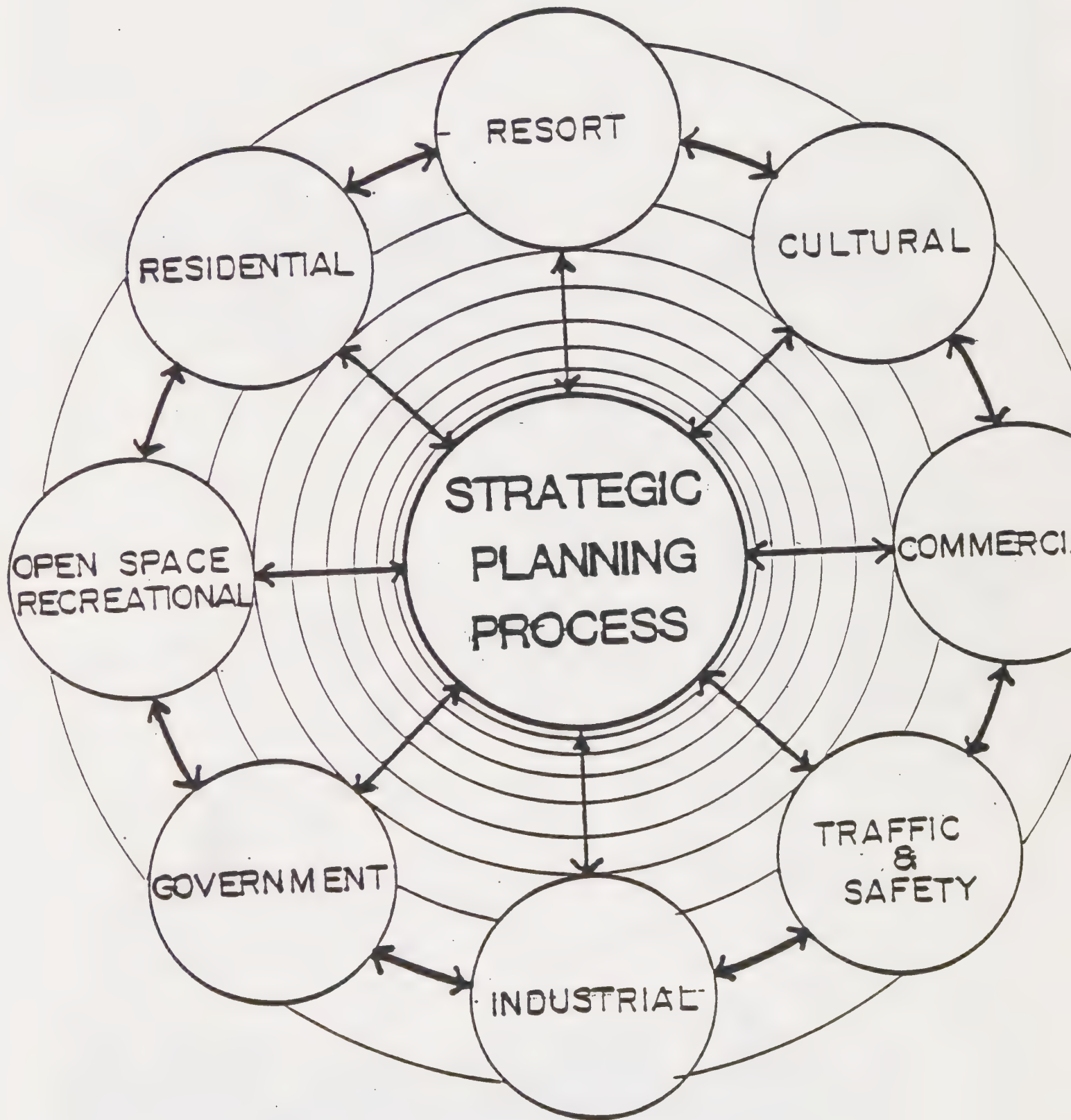
- WORK WITH RANCHO MIRAGE

NEXT STEPS

- FIRM UP LIST OF GROUPS
- LETTER FROM MAYOR INVITING ALL GROUPS TO SEND A REPRESENTATIVE TO A COMMUNITY MEETING WHERE WE WILL BRIEF THEM ON WHAT WE'VE DONE TO DATE
- AT THE MEETING WE'LL BREAK INTO SUB GROUPS ON TOPICS TO FURTHER DEFINE THE TOPIC
- THE CITY COUNCIL WILL APPOINT THE RESPECTIVE COMMITTEES.
- THE CITY MANAGER AND A COUPLE OF COUNCIL PERSONS WILL MEET WITH THE COMMITTEES TO SCOPE THE PROJECT, DEVELOP TIME FRAMES AND PROVIDE ASSIGNMENT OF STAFF SUPPORT.

- EXCELLENCE !
- THE MAINTENANCE AND PROTECTION OF WHAT WE HAVE !
- A CONSENSUS OF WHAT WE NEED AND WANT TO MAKE US BETTER !
- A PARTNERSHIP BETWEEN THE PUBLIC AND PRIVATE SECTORS !
- A MODERN RESPONSIVE MUNICIPAL GOVERNMENT !

PALM DESERT
year 2000
COMMITTEE



SUGGESTED ORGANIZATION

**BLUE
RIBBON
COMMITTEE**
Test & Validate
Results

MAYOR & CITY COUNCIL

OVERALL
RESPONSIBILITY

CITY MANAGER

**CITY STAFF
TASK FORCE**

STAFFING

SUPPORT

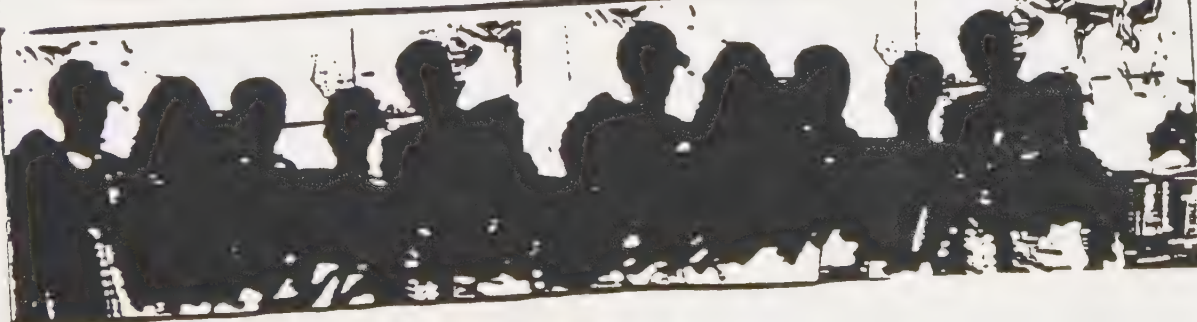
**ECONOMIC
ANALYSIS**

Select Consultants
and supply Tech-
nical Advice to
P.D. Year 2000
**STEERING
COMMITTEE**

**P.D. YEAR 2000
STEERING COMMITTEE**

COMPOSED OF THE
CHAIRPERSONS OF EACH
COMMITTEE

PALM DESERT YEAR 2000 COMMITTEES



OUTLINE OF CONCEPTS & NEXT STEPS

- STRIKE FORCE WILL BE HEADED BY THE CITY MANAGER
 - IT WILL DEVOTE ONE DAY PER WEEK TO THE PROCESS.
- DEPARTMENT HEADS WILL ACT AS FACILITATORS TO THE PALM DESERT 2000 COMMITTEES
- THE CHAIRPERSON OF EACH PALM DESERT 2000 COMMITTEE WILL SERVE AS A MEMBER OF THE OVERALL STEERING COMMITTEE
- THE CITY MANAGER WILL ACT AS FACILITATOR FOR THE STEERING COMMITTEE.
- CITY MANAGER WILL BRIEF ALL PROSPECTIVE PALM DESERT 2000 COMMITTEE MEMBERS ON THE PROCESS TO DATE AND NEXT STEPS
- CITY COUNCIL WILL SELECT COMMITTEE CHAIRPERSONS AND MEMBERS.
- CITY COUNCIL WILL APPOINT BLUE RIBBON COMMITTEE WHO WILL HELP THE CITY MANAGER TEST AND VALIDATE THE CONCEPT.
- THE COMMITTEES WILL MEET WITH THE CITY MANAGER AND DEPARTMENT HEAD FACILITATOR TO SCOPE THEIR RESPONSIBILITIES

- THE COMMITTEES WILL START WITH WHAT'S BEEN IDENTIFIED BY THE CITY COUNCIL
 - THEY SHOULD BUILD ON THIS AND SUGGEST EXPANSION OF THE CONCEPTS
 - THEY SHOULD IDENTIFY AND DEFINE ACTIONABLE FACTORS
 - THEY SHOULD IDENTIFY AND ACKNOWLEDGE STRUCTURAL FACTORS
- CITY STAFF SHOULD RECOMMEND TO THE COUNCIL CONSULTANTS TO DO ECONOMIC ANALYSIS.
- THE CONSULTANTS SHOULD WORK WITH THE CITY STAFF AND THE PALM DESERT 2000 COMMITTEES.
- THE COMMITTEES WITH THE HELP OF STAFF AND CONSULTANTS SHOULD IDENTIFY ANY COMPETITION.
- THE COMMITTEES WITH THE HELP OF STAFF AND CONSULTANT SHOULD IDENTIFY OUR COMPETITIVE ADVANTAGES
- THE COMMITTEES SHOULD RECOMMEND ACTION PROGRAMS TO GET US WHERE WE WANT TO GO.
- THE COMMITTEE CHAIRPERSONS AND THE STAFF FACILITATOR SHOULD RUN THEIR FINDINGS TO DATE PAST THE STEERING COMMITTEE

- THE STEERING COMMITTEE SHOULD MODIFY AND REFER THE FINDINGS TO THE CITY MANAGER.
- THE CITY MANAGER AND THE STEERING COMMITTEE WILL REFER THE FINDINGS TO THE BLUE RIBBON COMMITTEE FOR TESTING AND VALIDATION.
- THE CITY MANAGER WILL WITH THE STEERING COMMITTEE BRIEF THE CITY COUNCIL AND RELAY THEIR INPUT AND APPRAISAL.
- THE COUNCIL WILL RELAY THE FINDINGS BACK TO THE CITY MANAGER WHO WITH THE STRIKE TEAMS WILL PREPARE ACTION PROGRAMS, GOAL OBJECTIVES ETC.
- THESE PROGRAMS WILL BE RUN BY ALL COMMITTEES, THE STEERING COMMITTEES, THE BLUE RIBBON COMMITTEE AND CITY COUNCIL.
- STAFF WILL SUGGEST EVALUATION COMPONENTS WHICH WILL BE RUN BY ALL COMMITTEES AND ADOPTED BY THE CITY COUNCIL.

PALM DESERT 2000 COMMITTEE

NOTES:

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